



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON, GEORGIA 30330-1062

REPLY TO
ATTENTION OF

AFLG-PROM

28 March 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contracting Information Letter (CIL) 97-25, Lessons Learned From Manpower Assessment Review Team (MART) Visits

1. The impact of the downsizing process is being felt across FORSCOM. It is leaving some installations with insufficient personnel in some directorates to accomplish the mission while other directorates enjoy a comfortable level of staffing. In response to a request for assistance, the FORSCOM Commander approved the formation of a Manpower Assessment Review Team. The purpose of the MART is to assist installation commanders with the equitable distribution of their human resources.

2. The MART has completed two visits, one to Fort Riley and one to Fort Carson. The following are lessons learned as a result of those visits, as they apply to the Directorate of Contracting (DOC).

a. Prior to a MART visit DOCs must submit a document which addresses its mission in terms of workload for current staffing, functional descriptions, and rationale for requested increase in manpower.

b. The MART determines two staffing levels, requirements and acceptable.

(1) REQUIREMENTS. The Requirement level is defined as the minimum essential number of manpower required to perform all missions and tasks directed by regulations or higher headquarters. This is the number that is documented on the TDA. Requirements are determined using three methods -- manpower staffing standards, USAG staffing guides or local appraisals. As there are no applicable staffing standards or staffing guides for the DOC work centers, local appraisal is used to determine Requirements. Local appraisal consists of examination of documented workload, projected workload, and discussions with DOC personnel. Backlog and documented overtime is also considered.

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(2) ACCEPTABLE LEVEL. The Acceptable level number reflects the manpower required to perform only those **critical** tasks that are **directly** associated with accomplishment of the Installation (US Army Garrison) mission of maintaining a power projection platform. This number will be used by FORSCOM in the development of resourcing levels for FORSCOM installations. Acceptable level is determined through local appraisals consisting of examination of documented workload, projected workload, and discussion with work center personnel. Backlog and documented overtime is also considered.

c. There is not an applicable staffing yardstick or manpower staffing standard for DOC work centers. Therefore, historical staffing is the measure of work in these centers.

d. The MART utilizes workload for up to three previous fiscal years. Be sure to use the data from official statistics plus any other workload which is not reported on DD 350s and DD 1057s, such as NAF workload.

e. Work that has not been accomplished within six months to a year must be determined "critical to the installation mission" before it is recognized in the acceptable level. For example, a position that has been vacant for an extended period would require considerable justification to be included.

f. Commercial Activity (CA) studies and other future workload should be clearly delineated.

g. The tasks which comprise award or administration of large dollar value contracts should be fully explained. An example is Delivery orders issued against a Job Order Contract (JOC). The terms and co-efficient are a part of the basic contract but the contracting officer must negotiate quantities. All quantities are reviewed and negotiated. Differences in construction techniques must be validated to ascertain that the contractor proposed quantities are valid. This process is required for each Delivery Order regardless of dollar value.

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h. The DOCs should address the levels of effort resulting from acquisition reform. Though acquisition reform has saved time for customers, it has sometimes added steps and procedures for acquisition personnel, such as management of the credit card program, changes due to use of commercial items initiatives, market research, past performance, alternative dispute resolution, etc.

i. Another area which should be emphasized is the shift in DOC focus, away from purchase of small dollar items to a concentration on major buys, reducing lead time, improving timeliness and quality of goods and services, and ensuring the "business" aspect of the procurement is considered. This new focus can only be accomplished by providing labor intensive customer assistance in developing descriptions, statements of work, conducting market surveys and administering contracts.

3. The point of contact for this action is Ms. Brenda Good Miller, DSN 367-6224.



TONI M. GAINES
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